

Analysis of Entrepreneurship Development in Agriculture among Arable Crop Farmers in Imo State, Nigeria

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Abstract

The study was on entrepreneurship development in agriculture among arable crop farmers in Imo State, Nigeria. Sixty households entrepreneurs were selected using multi-stage random sampling techniques. Well structured questionnaire was the main tool for data collection. Data collected were analyzed using descriptive statistical tools and 3-point likert scale rating of highly, moderately and low. Mean age was 42.11 years. Majority (76.33%) were males. Greater proportions (71.67%) were married with an average household size of 5.0 persons. Farmers cultivated on an average farm size of 1.61Ha. Average annual farm income was N118,392.00 (\$789.28). Reasonable proportion of the farmers identified personal intension, wanting autonomy and displacement/disruption in life as the key drive to entrepreneurship development in the area. Entrepreneurship enterprises have been invaluable to farmers in the area. However, farmers complained of poor access to entrepreneurship information, inadequate start-up capital and long distance between farms and market in the area. Despite this shortcomings farmers perceived their extent of entrepreneurship drive and participation as been high (X=4.50). It was therefore recommended that effective and adequate entrepreneurship policies and programmes should be developed for farmers while urgently addressing the negative factors that hinder its growth and development in the area. Fostering entrepreneurship education at all levels to ensure capacity building for diverse enterprises in agriculture was also advocated. Ultimately, government at all levels and private's sector support fund is necessary to enhance entrepreneurship spirit and development among farmers in the area and

Keywords: Entrepreneurship, Development, Entrepreneurship drive, Participation, Farming activities, Barriers

INTRODUCTION

The term entrepreneurship is used to describe a dynamic process of creating incremental wealth (Shailesh *et al.*, 2013). This wealth is created by individuals who take the major risks in terms of equity, time and career commitment of providing value to some product or services, the product or service itself may or may not be new or unique but value must somehow be infused by the entrepreneur by securing and allocating the necessary skill and resources. In other words entrepreneurship is the application of energy for initiating and building an enterprise (Mishra *et al.*, 2010). Presently, in Nigeria an entrepreneur is an innovator who recognizes and seizes opportunities, converts those opportunities into workable ideas, adds value, effort, money, skill and assumes risks of competition to actualize the ideas and takes the reward. Entrepreneurship is associated with innovative and dynamic developments within the Small, Micro and Medium Enterprise (SMME) sector (United State Department of Agriculture, 2011).

Therefore, entrepreneurship is a charismatic concept, widely used and widely defined; for example, as a creative and innovative response to the environment (Chandramouli et al., 2007). Onubuogu and Esiobu (2014) opined that sustainable development of agribusiness requires the development of entrepreneurial and organizational competency in farmers. Developing entrepreneurial skills of farmers can take two tracks. The first is to amend the social, economic, political, and cultural frameworks that hinders, and foster those that stimulate their development. The second is encouragement of farmers, via their personalities and capabilities, to kindle the development of entrepreneurship. If farming competitiveness is to be improved by nurturing entrepreneurial behaviour, both tracks have to be considered. The improvement of entrepreneurial skills in agriculture is an important condition to generate sustainable rural development (de Wolf and Schoorlemmer, 2007). If entrepreneurship is an instrument for improving the quality of life for families and communities, and for sustaining a fit economy and environment, fostering entrepreneurship skill must be regarded as an urgently needed development component (Chandramouli et al., 2007). Raising entrepreneurial activity could therefore play a considerable role in promoting economic development in Imo State. Though government development programmes are put in place to promote entrepreneurship, most agribusinesses are still encountering challenges that stagnates entrepreneurial activities. South Corrective measures should seek to boost the farmers levels of entrepreneurship, adopting the most appropriate approach for producing more entrepreneurs and for getting more agribusinesses to grow. Encouraging and releasing people's entrepreneurial energies are essential keys to the achievement of greater economic prosperity in Imo State and to the continuing regeneration of its economy over time. Mandam (2010) reported that the objectives of farmers in the study area includes for family consumption,



for profit making, for leisure, to secure a piece of land property, for prestige and for food security. In the same vein, among all this objectives, profit making which involves market orientation can encourage entrepreneurial development among farmers in Imo State. However, empirical findings of Onubuogu and Onyeneke (2012) on degree of market orientation in root and tuber crop production reveals that production for market is yet to be given adequate attention among the farmers in Imo State, Nigeria. Nevertheless, most of the established entrepreneurship activities in the study area are unable to grow and formalise into viable agribusinesses. There is still a growing trend of these established agribusinesses falling off before even reaching its maturity stage. Many entrepreneurship enterprises fail to grow beyond the typical marginal existence despite the evident support available from government, private and non governmental institutions. The challenge in the study area lies in assessing the level of entrepreneurial drives, and key factors that would constitute a framework which can be used as a basis for building a climate in which entrepreneurial initiatives can thrive. In Imo State, Nigeria we do not know farmers socio-economic characteristic, farmers extent of entrepreneurship drive in agribusiness enterprise, farmers extent of intent to be involved agricultural production and factors that influence entrepreneurship in agribusiness enterprise in the study area. Constraints to entrepreneurship development drive in agribusiness enterprise are also not known in the area. Besides, the empirical evidences emerging from few studies on entrepreneurship development in agriculture (Mandam, 2010; Seyed et al., 2011 and Shailesh et al., 2013 Nwibo and Okorie, 2013) among farmers yielded mixed results that are inconclusive and contradictory. Thus, the question on entrepreneurship development in agriculture among farmers in Imo State, Nigeria is still worthy of further research. Also, empirical evidence remains largely scanty, isolated and devoid of in-depth analysis of the entrepreneurship development in agriculture among farmers in Imo State, Nigeria. This creates a deep dearth in research, knowledge and literature. Hence, to fill this gap, it becomes necessary that the study is undertaken. Specifically, the study identified the socio-economic characteristics of farmers in the area; identified the extent of entrepreneurship intent/drive in agribusiness in the area; ascertained the extent of intent to be involved in agricultural production in the area and identified constraints to entrepreneurship development drive in agribusiness in the area

METHODOLOGY

The study was conducted in Imo State, Nigeria. Imo State is located in the eastern zone of Nigeria. It is delineated into 27 local government areas. The State lies between latitudes 5° 48°N and 6° 08°N of the equator and longitudes 6° 14¹E and 7° 02¹E of the Greenwich Meridian (Chineke et al., 2011). It occupies the area between the lower River Niger and the upper and middle Imo River. It is bounded on the east by Abia State, on the west by the River Niger and Delta State; and on the north by Anambra State, while Rivers State lies to the south. Imo State covers an area of about 5,067.20 km², with a population of 3,934,899 (NPC, 2006 and NBS, 2007) and population density of about 725km² (Ministry of Lands and Survey Owerri, 1992). The State has three Agricultural zones (Orlu, Owerri, and Okigwe Zones). These divisions are for administrative and extension services and not for any agro-ecological difference. The State has an average annual temperature of 28°C, an average annual relative humidity of 80%, average annual rainfall of 1800 to 2500mm and an altitude of about 100m above sea level (Imo ADP, 2004). Multistage random sampling technique was used for the study. Firstly, the three agricultural zones of the State were selected. In each agricultural zone, two local government areas (LGAs) were randomly selected. In each of the selected LGA, five communities were randomly selected. Ten entrepreneur farmers were randomly selected in each of the community to give a sample size of sixty entrepreneur farmers for the study. The list of farmers in the communities, which forms the sample frame, was obtained from extension agents and village head/community head in the communities. Primary and secondary data were used for the study. Primary data was collected through the use of a set of structured questionnaire and it was supplemented with oral interview in places where the respondents could neither read nor write. The primary data that was collected for the study includes the socio-economic characteristics of the farmers, extent of entrepreneurship intent/drive in agribusiness in the area, extent of intent to be involved in agricultural production in the area and constraints to entrepreneurship development drive in the study area. Secondary data was obtained from impact journals, conference proceedings and online library. Descriptive statistics namely; frequency distribution, percentages, 3-point likert scale rating of highly (3), moderately (2) and low (1), flow chart and means were used for the analyses of the data.

RESULTS AND DISCUSSION

Socio-economic Characteristics of Farmers

Table 1 displays the distribution of farmers by age. It revealed that majority (63.33%) of the farmers fell within the age range of 41-50 years, about 31.67% fell within the age range of less than 40 years while simple proportion (5.00%) fell within the age range of 51-60 years. The mean age was 42.11years. The finding corroborated with the findings of Nwibo and Okorie (2013) who opined an average of 43 years for the agribusiness investors in Southeast Nigeria. Also, Bruton (2008) asserted that this age bracket combined the



innovative, motivated and adoptable individuals. Since most of the farmers are in their productive and economic ages this could play a vital role in easy adoption of entrepreneurship skills in agribusiness in the area.

Table 1: Socio-economic Characteristics of Farmers

Age (years)	Frequency	Percentage (%)
Less than 40	19	31.67
41-50	38	63.33
51-60	3	5.00
Total	60	100.00
Gender		
Male	43	73.33
Female	17	26.66
Total	60	100.0
Educational Level (Years)		
Non formal education	6	10.00
Primary	16	26.67
Secondary	34	56.67
Tertiary	4	6.67
Total	60	100.0
Marital Status		
Married	43	71.67
Single	14	23.33
Widowed	3	5.00
Total	60	100.0
Farming Experience (Years)		
Less than 10	15	25.00
11-19	31	51.67
20 and above	14	23.33
Total	60	100.0
Household Size (Number of Persons)		
1-5	32	53.33
6-10	28	46.67
Total	60	100.0
Membership of Cooperative		
Member	51	85.00
Non-member	09	15.00
Total	60	100.0
Average Income (N aira)		
Less than 30,000	2	3.33
30,000-60,000	9	15.00
61,001-90,000	16	26.67
91,001-120,000	32	53.33
120,001- 150,000	1	1.67
Total	60	100.0
Farm size (Hectare)		
Less than 1.0	14	23.33
1.0-2.0	41	68.33
2.1 and 2.5	5	8.33
Total	60	100.0

Average age = 42.11years; Mean Educational level= 10.27 years; Average Farming Experience = 16.10 years; Mean Household size= 5.0 persons; Average Annual Income = N118,392.00 (\$789.28); Average Farm Size= 1.61Ha Source: Field Survey Data, 2014

The distribution of farmers according to gender is also complied in Table 1. It showed majority (73.33%) of the farmers are males while approximately 26.66% were females. This implies that both genders are involved in agribusiness production in the area but male have greater proportion. The finding is in line with Onubuogu and Esiobu (2014) who reported that male constitute a greater proportion of gender involved in agribusiness in Imo State, Nigeria. This could be attributed to the traditional right of dominance the males have over females on issues like land acquisition and other production factors. Also, having more males in the agribusiness offers a



bright hope for entrepreneurship development since men tend to be more ready to undertake some energy and risk demanding ventures of agribusiness enterprises (Esiobu et al., 2014a). The distribution of farmers by educational level is also reported in Table 1. It revealed that more than half (56.67%) of the farmers had secondary education, about 26.67% had primary education, approximately 10.00% had no formal education while the remaining 6.67% had no formal education. The mean educational level was 10.27 years. The result implies that approximately 80.00% of the farmers had trainings in formal education institutions which no doubt increases their literacy levels. The result supports the findings of Chukwu (2013) and Esiobu and Onubuogu (2014a) who reported that individuals with higher educational attainment are usually faster in adoption of improved farming technologies. The findings signified that the farmers have adequate educational background that is relevant for adoption of innovations and skills in entrepreneurship development. It is expected that the higher level of education will contribute significantly to decision making of a farmer for entrepreneurship development. Entries in Table 1 also show the distribution of farmers by marital status. It indicates that majority (71.67%) of the farmers were married, (23.33%) were single while (5.00%) were widowed. This implies that the farmers who were engaged in farming enterprises in the area have a relatively large household size that formed bulk of the farm labour demand of the households. Onubuogu et al., (2014) opined that large household increases ease access to production variables such as labour which could enhance entrepreneurship development in agribusiness in the area. The distribution of farmers according to their farming experience is also addressed in Table 1. It revealed that majority (51.67%) of the farmers had 20 years and above of farming experience, 25.00% had less than 10 years of farming experience while 23.33% had 11-19 years of farming experience in agribusiness in the area. The mean farming experience was 16.11 years. The study implies farmers in the area have a relatively high farming experience which would enhance easy adoption of innovations and skills for entrepreneurship development. This finding supports the study of Okoli et al., (2014) who asserted that farmers with more experience in agribusiness would be more efficient, have better knowledge of climatic conditions, better knowledge of efficient allocation of resources and market situation and are thus, expected to run a more efficient and profitable enterprise. The distribution of farmers according to their household size is also seen in Table 1. It shows that majority (53.33%) of the farmers had household size of 6-10 persons while about 46.67% had household size of 1-5 persons. The mean household size was 5 persons. This implies that farmers in the study area have a large household size. Onubuogu and Onyeneke (2012) have asserted large household size ensures availability of labour for farmers to address their labour challenges. The distribution of farmers according to their membership of cooperative society is reported in Table 1. It revealed that majority (85.00%) of the farmers in the area are member of cooperative while about 15.00% of the farmers do not belong to cooperative society. Onubuogu and Esiobu et al., (2014b) asserted that membership of cooperative society affords farmers the opportunity of sharing information on modern farming practices and project a collective demand. It is expected that membership of cooperative society will enhance farmers participation in entrepreneurial activities in agriculture in the area. The distribution of farmers according to their average annual farm income is shown in Table 1. It revealed that majority (53.33%) of the farmers in the study area have an average farm income between \\ \text{N91,001-120,000}, about 26.67\% had an average farm income between \\ \text{N61,001-} 90,000, approximately 15.00% had an average of N30,000-60,000, while about the remake% 3.33% and 1.67% have an average farm income of less than N30,000 and N120,001 - N150,000 respectively. The mean monthly farm income was \text{\text{\$\text{\$4}}}118,392.00 (\$789.28). The result implied that the farmers are low income earners in spite of large family size they supported. However, Fairlie (2005) opined that farmers with higher farm income would easily be involved in entrepreneur activities than those of their counterpart who have poor farm income. Farm size distribution of the farmers is also complied in Table 1. It indicates that larger proportion (68.33%) of the farmers in the study area had a farm size of between 1.0-2.0 hectares, about 23.33% had a farm size of less than 1.0 hectare, while approximately 8.33% had farm size of 2.1-2.5 hectares. The mean farm size was 1.61 hectares. The findings implies that farmers in the area are mainly smallholders operating on less than or equal to 2.0 hectares of farmland. This could be as a result of land tenure system or due to the increasing population predominate in the area. However, high level of farm size is a very important component of entrepreneurial success. Esiobu and Onubuogu (2014a) asserted that large farm size increases agricultural productivity and improves farmers technical, allocative and resource use efficiency. Hence large farm size is a positive variable for entrepreneurship development in agribusiness in the study area.

Entrepreneurship Intent/Drive in Agribusiness

Entries in Table 2 revealed farmers entrepreneurship intent/drive in agribusiness in the study area. The entrepreneurship drive in agribusiness for this study were based on asking farmers about their perceptions on entrepreneurship and what drives them to pursue entrepreneurial activities. The various drive in agribusiness that farmers reported may be profit/economic driven, rather than entrepreneurial driven. Regardless of this dearth in knowledge, the study assumed that farmers actions were purely based on entrepreneurship driven rather than profit/economic driven in the study area. The findings revealed that personal intension, wanting autonomy,



unstable income, displacement/disruption in life, self-realization, access to good source of fund, cooperative society support for entrepreneurs, access to huge labour, distance between home location and market area, and entrepreneurship experience/training in agribusiness were the most commonly entrepreneurial drive in agribusiness in the study as 95.00%, 91.67%,85.00%, 76.67%, 71.67%, 66.66%, 63.33%, 58.33%, 51.66% and 50.00% of the farmers in the area respectively identified it. The positive identification of all the above drives may be attributed to the need for self realization, experience in entrepreneurial activities, training in entrepreneurial activities, good home location, access to substantial source of fund and little or no distance between home location and market area which could enhance positive decision to pick up entrepreneurial enterprise in agribusiness in the study area.

Table 2: Entrepreneurship Drive in Agribusiness

Drive for Entrepreneurship	Frequency	Percentage (%)
Personal intension	57	95.00
Wanting autonomy	55	91.67
Unstable income	51	85.00
Displacement/disruption in life	46	76.67
Self-realization	43	71.67
Access to good source of fund	40	66.66
Cooperative society support for entrepreneurs	38	63.33
Access to huge labour	35	58.33
Distance between home location and market area	31	51.66
Entrepreneurship experience/training in	30	50.00
agribusiness Rural location	24	40.00
Propensity for risk-taking	22	36.66
Entrepreneurial opportunity	19	31.66
Debt	18	30.00
Access to farmland	16	26.66
Encouraging enabling environment	14	23.33
	14	18.33
Government support for entrepreneurs Access encouraging entrepreneurial information	8	13.33

^{*}Multiple Responses; Source: Field Survey Data, 2014

The findings corroborates with the studies of Onwumere *et al.*, (2011) who opined that the closer to market of the household head, the ease and less cost of transporting products to the market. The implication of the finding is that increase in the above drive would automatically increase farmers entrepreneurial drive in agribusiness in the study area. However, propensity for risk-taking, entrepreneurial opportunity, debt, access to farmland, encouraging enabling environment, government support for entrepreneurs and access, encouraging entrepreneurial information were poorly rated in the study area. The negative identification of all the above drives may be attributed to poor access to farmland, poor entrepreneurial opportunity, poor government support, poor information, long distance between home location and market area as well as dearth in research on entrepreneurship development. The findings is in line with the studies of Mbam and Nwibo (2012) who asserted that poor entrepreneurial information and poor enabling environment is the bane of poor entrepreneurial development and drive in agribusiness among farmers in South-east Nigeria of which Imo State is included. Ultimately, there is no doubt that all the drive farmers identified are key determinant of sustainable entrepreneurial development in agribusiness. Increase the most rated drives would promote self-realization; sustain agricultural production, enhance food security as well as alleviate rural poverty in the area and maybe beyond.

Extent/Level of Entrepreneurship Intent/Drive in Agribusiness

As shown in Table 3, it indicates farmers level of entrepreneurial intent/drive in agribusiness in the study area. The levels of entrepreneurial drive in agribusiness for this study were based on asking farmers about their perceptions on their various rate of adoption of entrepreneurship behaviour in agribusiness. The assessments were rated in a three point likert scale of highly (3), moderately (2) and low (1). Larger means of the farmers in the area perceived their extent of entrepreneurship drive as been high (X=2.55), about (X=0.20) reported of been moderate in adoption of entrepreneurship behaviour in agribusiness, while a simple mean (X=0.20) of the farmers identified been fair in adoption of entrepreneurship behaviour in agribusiness in the area. The result shows that in spite of the poor enabling environment for entrepreneurial activities in the area, farmers still adopt entrepreneurial activities. The finding shows a greater hope for entrepreneurship development in the area. The



implication of the findings is that when there is adequate enabling environment, good government and private sector support to these farmers, entrepreneurship spirit will sprout out in the area while problem of food security and rural poverty would be addressed.

Table 3 Distribution of Farmers Level of Entrepreneurship Drive in Agribusiness

Perceptions levels	Frequency	Mean (X)	Remark
Highly (3)	51	2.55	Accepted
Moderately (2)	6	0.20	Not accepted
Fairly (1)	3	0.05	Not accepted
Total/Grand Mean (X)	60	2.80	Accepted

Cut-off point; 2.50; Source: Field Survey Data, 2014

Barriers to Entrepreneurship Development Drive in Agribusiness

Entries in **Table 4** showed the barriers to entrepreneurship development drive in agribusiness. About 95.00% of the farmers identified poor access to entrepreneurship information in agribusiness. Lack of information could be attributed to dearth in research on entrepreneurship development in agribusiness, poor information dissemination on the part of the government/private information agencies on entrepreneurship building in the study area and the country at large. Poor knowledge on appropriate entrepreneurship skills and development in agribusiness left most of the farmers unaware of better skills to choose in entrepreneurship for agribusiness. This finding conformed to the European Commission (2004) report that barriers to farmers entrepreneurs development poor information dissimilation, which they asserted as the bane for poor entrepreneurship spirit among farmers. Approximately 91.67% of the farmers complained of limited availability of farmland. This could be attributed to land tenure system which is prevalent in the study area as well as the increasing population.

Table 4: Distribution of Barriers to Entrepreneurship Development Drive in Agribusiness

Barriers	Frequency	Percentage (%)	
Poor access to entrepreneurship information	57	95.00	
Limited availability of farmland	55	91.67	
Poor experience/training in entrepreneurship development	51	85.00	
Long distance between home area and market area	48	80.00	
Poor access to capital	45	75.00	
Poor government support for entrepreneurs	43	71.67	
Inability to cope with the task of entrepreneurship	42	70.00	
Poor enabling environment	39	65.00	
Poor road network	35	58.33	
Poor managerial skills	33	55.00	
Inability to withstand competition	32	53.33	
Poor access to agricultural infrastructures	25	41.66	
Poor government policies on entrepreneurial development	20	33.33	
Poor access to market information	13	21.66	

^{*}Multiple Responses; Source: Field Survey Data, 2014

Esiobu and Onubuogu (2014) opined that high population pressures force farmers to intensively farm over a small plot of land and make them unable adopt of several farming measures. The implication of the findings is that farmers may have the entrepreneurship spirit but limited availability of farmland would continue to be a discouraging factor. About 85.00% of the farmers complained of poor experience/training in entrepreneurship development. Approximately 80.00% of the farmers identified long distance between home area and market area. 75.00% complained of poor access to capital. About 71.67% of the farmers identified poor government support for entrepreneurs. Approximately, 70.00% complained of Inability to cope with the task of entrepreneurship, while 65.00% identified poor enabling environment. The above barriers are all in line with the result of Mbam and Nwibo (2013) who asserted that poor experience/training in entrepreneurship development, long distance between home area and market area, poor access to capital, poor government support for entrepreneurs, inability to cope with the task of entrepreneurship and poor enabling environment has been the bane of poor entrepreneurship spirit and development among prospective entrepreneurs. Others, 58.33%, 55.00%, 53.33%, 41.66%, 33.33% and 21.66% complained of poor road network, poor managerial skills, inability to withstand competition, poor access to agricultural infrastructures, poor government policies on entrepreneurial development and poor access to market information respectively. However, the finding tallies with the results of European Commission (2004) report that barrier to farmers entrepreneurs' development to include: poor



management skills of farmers, lack of entrepreneurial spirit, limited access to business support, farm tenancy agreements and regulation. They concluded that these barriers will differ for different farms depending on the personal and business characteristics of the individual farm and farmer. Similarly, Mandama (2010) reported that in Nigeria, lack of motivation, lack of finance, inadequate management skills, poor infrastructure, and taxation deter both youths and farming households from venturing into entrepreneurship world. Justifying inadequate credit facilities as a constraint to entrepreneurial development Duniya (2010), inferred that low productivity in agriculture has led to limited market surplus which prevents the prospective entrepreneurs in agriculture from having enough cash to procure farm input and services. Again, the formal financial intermediaries are not helping issues as most do refuse farmers from sourcing loan from their institutions due to lack of acceptable collateral, hence, branding the farmers as non-credit worthy. From the finding, there is no doubt that these barriers are responsible for poor entrepreneurial spirit of farmers in the area. Critically addressing these barriers will be important in achieving positive spirit for farmers entrepreneurship development in agribusiness, boast food security and reduce incidence of poverty in the area and maybe beyond.

CONCLUSION AND RECOMMENDATIONS

The study was on entrepreneurship development in agriculture among arable crop farmers in Imo State, Nigeria. Sixty households entrepreneurs were selected using multi-stage random sampling techniques.. Reasonable proportion of the farmers identified personal intension, wanting autonomy and displacement/disruption in life as the key drive to entrepreneurship development in the area. Entrepreneurship enterprises have been invaluable to farmers in the area. However, farmers complained of poor access to entrepreneurship information, inadequate start-up capital and long distance between farms and market in the area. Despite this shortcomings farmers perceived their extent of entrepreneurship drive and participation as been high (X=2.55). It was therefore recommended that

- i. Effective and adequate entrepreneurship policies and programmes should be developed for farmers while urgently addressing the negative factors that hinder its growth and development in the area.
- ii. Fostering entrepreneurship education at all levels to ensure capacity building for diverse enterprises in agriculture was also advocated.
- iii. Effective and adequate entrepreneurship policies and programmes for farmers while addressing factors that hinder its growth and development as a way of actualising the current transformation agenda of the present federal government of Nigeria on poverty eradication through farming activities.
- iv. Government at all levels and private's support fund is necessary to enhance entrepreneurship spirit and development among farmers in the area and beyond.
- v. Extension agents in the state should be properly trained and provided with all necessary technological packages required to teach and guide farmers on entrepreneurship development.

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